Cairns Regional Council Cultural Plan: Strengthening our Cultural Vitality 2009-2014 is at the end of its five-year cycle, and it's time to identify and define a whole new set of priorities for the future.

The development of a new cultural plan requires a framework and process, and over the next six months we will undertake a staged and progressive process towards the development of a new cultural strategy.
Cairns Regional Council Cultural Plan: Strengthening our Cultural Vitality 2009-2014 was adopted in 2009.

Through broad and active community engagement, the framework for the Plan was built on six core principles and guided by a suite of strategies and actions. The five-year plan identified 55 individual strategic actions across a spectacular variety of multidisciplinary and intergenerational cultural projects and programs, as well as hard capital infrastructure development.
ABOUT THE ASSESSMENT

Matched against the vision and strategies identified by the Cairns community as relevant and meaningful drivers of cultural vitality back in 2009, the following assessment reviews each of the 55 individual projects and programs, and where possible provides a quantitative snapshot in terms of active participation, audience numbers, long and short-term employment opportunities created, as well as the partnerships that have been forged.

Statistical estimates have been derived from project reports, operational reviews and project acquittals.
SUMMARY OF OUTCOMES ACROSS THE SIX PROJECTS AREAS AND 55 STRATEGIC ACTIONS
Arts Industry Development; Festivals and Events; Cultural Facilities; Cultural Tourism; Cultural Development; and Urban Vitality and Suburban Improvement.

WHAT WE ACHIEVED:

• Approximately 76% of projects delivered
• Exceptional participation and engagement rates across a spectacular diversity of projects, programs and festival events
• Significant boost to the region’s arts and cultural industry through the provision of grants and resources to the value of $755,988
• Grant income to the value of $925,000 received from Arts Queensland
• Adoption and development of Cairns City Centre Masterplan
• Implementation of Botanic Gardens, Tanks Arts Centre Master Plan (phase 1) including the construction of an award winning Visitor Centre
• Adoption of eight Conservation Management Plans for the ongoing maintenance and protection of significant heritage sites and items
• Adoption of CRC 2012/17 Public Art Plan
• Detailed design for the installation of air conditioning in Tank 5
• Commenced design for the redevelopment of the historic School of Arts
• Restoration and revitalisation of the historic McLeod St Pioneer Cemetery
• Tanks Residency Program acknowledged as one of the top artist’s Residency programs in Australia
• Production of a self-guided tour of 20 heritage sites around the City
• Beautiful Art Space program awarded 2011 ABAF Good Practice Award for innovation, artistic vibrancy and urban renewal

WHAT WE ARE STILL WORKING ON:

• Approximately 15% of projects are currently being actioned
• Cultural Resource Mapping to identify and record links, networks, resources and usage of cultural assets
• Development of a Collections of Historical Significance Directory
• Indigenous Art Trail
• Redevelopment of the School of Arts
• A strategic Asset Management Plan for Tank 2, Cairns Botanic Gardens Precinct
• Installation of air conditioning of Tank 5

WHAT WE DIDN’T ACHIEVE:

• Approximately 9% of projects were not delivered during the course of the five-year planning cycle
• Planning and development of a Regional Museum
• Design and construction of a Regional Performing Arts Centre
• Development of Local Industry Awards
• Development of a collaborative marketing activity
### SUMMARY OF QUANTITATIVE IMPACT ACROSS THE SIX PROJECTS AREAS

Arts Industry Development; Festivals and Events; Cultural Facilities; Cultural Tourism; Cultural Development; and Urban Vitality and Suburban Improvement.

<table>
<thead>
<tr>
<th>Program</th>
<th>Participants</th>
<th>Audience</th>
<th>Employment Short Term</th>
<th>Employment Long Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program 1</td>
<td>8,778</td>
<td>149,931</td>
<td>925</td>
<td>1</td>
</tr>
<tr>
<td>Arts Industry Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program 2</td>
<td>5,505</td>
<td>712,800</td>
<td>98</td>
<td>2</td>
</tr>
<tr>
<td>Festivals and Events</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program 3</td>
<td>210</td>
<td>64,816</td>
<td>18</td>
<td>3</td>
</tr>
<tr>
<td>Cultural Facilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program 4</td>
<td>2,731</td>
<td>704,251</td>
<td>38</td>
<td>1</td>
</tr>
<tr>
<td>Cultural Tourism</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program 5</td>
<td>531</td>
<td>38,381</td>
<td>72</td>
<td>3</td>
</tr>
<tr>
<td>Community Cultural Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program 6</td>
<td>1,973</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Urban Vitality and Suburban Improvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>19,728</strong></td>
<td><strong>1,670,179</strong></td>
<td><strong>1,151</strong></td>
<td><strong>10</strong></td>
</tr>
</tbody>
</table>
PROGRAM 1
ARTS INDUSTRY DEVELOPMENT

OBJECTIVE:
To Support the growth and development of the region’s arts industry

STRATEGY:
1 Develop the Region’s arts industry through appropriate grant sources and streams
2 Support the growth and development of the Region’s arts industry

KEY OUTCOMES:
• During the five-year planning cycle, the program delivered a significant boost to the region’s arts and cultural industry through the provision of grants and resources:
  $235,000 – 22 Festival and Events grants
  $39,823 – in-kind contributions towards 33 festival and events
  $187,040 – 30 RADF grants funded under the Cultural Tourism category
  $57,550 – seven Community Partnerships projects funded
  $236,575 – seven Cultural Infrastructure grants funded

• The ongoing development of innovative cultural tourism product delivered through successive RADF rounds

• The Tanks Residency Program acknowledged as one of the top artist’s residency programs in Australia

• Grants to the value of $925,000 have been received from Arts Queensland

• An estimated 8,778 people actively participated in the program

• An estimated 149,931 people were audience members

• An estimated 925 short-term employment opportunities were created

• 1 long-term employment opportunity was created

PARTNERS
Arthouse; Arts Nexus; Arts Queensland; As You Like It Hair Gallery; Billy’s Coffee; C.1907; Cairns Art Society; Cairns Historical Society; Cairns Regional Gallery; Canopy Artspace; Cassowary Coast Council; CBRE; Cell Art Space; Centre for Contemporary Arts; Chapman Group; CIAF; Crate 59; Cultural Place; Dept of Sustainability, Environment, Water, Population and Communities; Dimbulah Community Centre; Djumbunji Press; Havana Music Café; Heyday Festival; Hilton Cairns; Hugs Gallery and Artspace; IACA - Indigenous Arts Centres Alliance; Ink masters; JCU; JUTE Theatre; KickArts; Knock Knock Contemporary Artists’ Initiative; New Moves Collective; Ochre Restaurant; Passion Art Photographic Gallery; Queensland Festival of Photography; Red Chair Gallery; Reef Hotel Casino; Salt House; Shangrila Pier; Uke Festival; UMI Arts; The Attic; Twelve Bar Café.
1 FESTIVALS AND EVENTS

**STRATEGY** - Create a Festivals Funding Program to assist Council in prioritising the level of support it offers to external applicants seeking to develop alternative festivals and events in the region.

**OUTCOME** - Since 2009 grants to the value of $235,000 have been approved towards 22 projects. These grants were divided into 3 specific categories:

### 1. Major Events
- 7 projects ($110,000)
- Participants: 4,543
- Audience: 41,133
- Employment: 477

### 2. Local Community Festival and Events
- 11 projects ($65,000)
- Participants: 1,200
- Audience: 28,348
- Employment: 17

### 3. Developmental Events
- 4 projects ($60,000)
- Participants: 1,290
- Audience: 13,765
- Employment: 23

**TOTALS**
- Participants: 7,033
- Audience: 83,246
- Employment: 517

**STATUS**
- Achieved

---

3 COMMUNITY CULTURAL DEVELOPMENT

**STRATEGY** - Create an Arts and Cultural Partnerships Funding Program used to work with external groups on short-term seed projects (partnership tool), and also on projects to address Urban vitality and Suburban Improvement needs.

**OUTCOME** - This successful grant stream was in place from 2010 – 2012. In 2014 Council also initiated the new Cultural Infrastructure grant program in response to the need to assist community cultural groups to develop and maintain their facilities.

- Seven grants to the value of $57,550 were approved to activate and develop a range of projects across the multidisciplinary sectors of: music, theatre, Indigenous enterprise, multimedia, dance and festival production.

- Seven Cultural Infrastructure grants to the value of $236,575 were approved to assist cultural organisations to pursue building or material enhancements for their premises.

**TOTALS**
- Participants: 87
- Audience: 5,400
- Employment: 57

**STATUS**
- Achieved

---

4 CULTURAL TOURISM

**STRATEGY** - Develop interesting and innovative cultural tourism product through RADF funding program, with preference given to those that offer products that enhance the goals of this cultural plan (and comply with funding guidelines)

**OUTCOME** - The ongoing development of innovative cultural tourism product has been addressed through successive RADF rounds. Since 2009 The RADF Committee has approved grants totalling $187,040 towards 30 projects which specifically focused on cultural tourism product.

- Annual Cultural Tourism projects:
  - 2009: 1
  - 2010: 4
  - 2011: 6
  - 2012: 4
  - 2013: 8
  - 2014: 7

- Products developed:
  - Music CDs: 14
  - Performances: 6
  - Festival marketing: 1
  - Book: 1
  - Animation Character: 1
  - Web Based Project: 2
  - Exhibition: 2
  - Merchandise: 1
  - Film: 1
  - Wearable art portfolio: 1

**TOTALS**
- Participants: 459
- Audience: 22,650
- Employment: 133

**STATUS**
- Achieved
### 5 Arts Industry Development

**Strategy** - Develop a collaborative marketing activity to facilitate Audience Development for all of Council’s cultural venues and facilities.

**Outcome** - Audience development across Council owned and operated cultural facilities has been a high priority. Marketing activities have been implemented to deliver a range of productions, exhibitions and events across CRC premiere venues; in particular: the Tanks; the Civic Theatre and the Esplanade.

### 6 Arts Industry Development

**Strategy** - Facilitate a Corporate Sponsorship partnership through AbaF (Australian Business Arts Foundation)

**Outcome** - Council facilitated local workshops with AbaF to link arts and business and strategies for building corporate sponsorship and industry development have been central to the following programs listed below in strategy 7.

### 7 Arts Industry Development

**Strategy** - Partner with Arts Queensland on strategic projects such as Creative Production initiative.

**Outcome** - Since 2009 the following Projects have been delivered in partnership with the State Government’s premier arts advocacy and funding agency, Arts Qld.

- Grants to the value of approximately $925,000 were received from Arts Queensland throughout the five-year planning cycle.

<table>
<thead>
<tr>
<th>Project</th>
<th>Grants (000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IBAS (Indigenous Beautiful Arts Space)</td>
<td>40</td>
</tr>
<tr>
<td>Way Back In - Community Heritage</td>
<td></td>
</tr>
<tr>
<td>Changing Lanes Public Art</td>
<td></td>
</tr>
<tr>
<td>Avenue (2010–13)</td>
<td>47</td>
</tr>
<tr>
<td>Spotlight Cairns (13–14)</td>
<td></td>
</tr>
<tr>
<td>5 Collins Ave Capitol Works</td>
<td>92</td>
</tr>
<tr>
<td>CIAF x2 Exhibition &amp; kids workshop</td>
<td>1,880</td>
</tr>
<tr>
<td>Indigenous M/class 2010</td>
<td>30</td>
</tr>
<tr>
<td>Indigenous Residency Prog</td>
<td>150</td>
</tr>
<tr>
<td>Indigenous Art Trail MPlan</td>
<td>30</td>
</tr>
<tr>
<td>Civic Theatre Sound Equip</td>
<td>70</td>
</tr>
<tr>
<td>Our Band Biz</td>
<td>250</td>
</tr>
<tr>
<td>RADF</td>
<td>17</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>1,000</strong></td>
</tr>
</tbody>
</table>

### 8 Arts Industry Development

**Strategy** - Develop a residency program for the Tanks Arts Centre and Botanic Gardens.

**Outcome** - Initiated in 2010, The Tanks Residency Program has exceeded all expectations in line with initial targets. The program is self-funded through accommodation fees and most resident artists are self-funded or funded externally for their residencies.

- In July 2012, the program was listed by Arts Hub as one of the top eight artist’s residency programs in Australia.

<table>
<thead>
<tr>
<th>Year</th>
<th>Residencies</th>
<th>Artists</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>19</td>
<td>72</td>
</tr>
<tr>
<td>2011</td>
<td>17</td>
<td>48</td>
</tr>
<tr>
<td>2012</td>
<td>22</td>
<td>42</td>
</tr>
<tr>
<td>2013</td>
<td>10</td>
<td>28</td>
</tr>
<tr>
<td>2014</td>
<td>11</td>
<td>59</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>199</strong></td>
<td><strong>10,805</strong></td>
</tr>
</tbody>
</table>
PROGRAM 2
FESTIVAL AND EVENTS

OBJECTIVE:
To enhance the quality of the festival program, including Festival Cairns and Port Douglas Carnivale

STRATEGY 1:
Commit to enhancing the festival program including Festival Cairns and Port Douglas Carnivale

KEY OUTCOMES:
• Council adopted a new and progressive management model for the Cairns Festival, and delivered fresh and innovative product and performances to the festival program
• Council provided regular and ongoing input, advice and funding to support the growth of the Port Douglas Carnivale.
• An estimated 5,505 people actively participated in the program
• An estimated 712,800 people were engaged in the program as audience members
• 98 short-term employment opportunities were created
• 2 long-term employment opportunities were created

PARTNERS
Backpacker Magazine; Big Cat Green Island Reef Cruises; Cairns Airport; Cairns Central; Cairns Life; Cairns Post; Central Hotel; Courthouse House Hotel; Fitzroy Island; Grill’d Cairns; Hanuman Restaurant; Hilton Cairns; Homan Signs; Jacob’s Creek; JCU; Jetstar; Kani’s Restaurant; Lovegreen Photography; Macdonald Restaurants; Overflow FNQ; Pacific Toyota; PakMag; Paradise Palms; Prime Radio (Zinc 102.3 and 4CA); Profile Magazine; Rydges Hotels and Resorts; Shambhala Animal Kingdom; Shangri-La Hotel; Stockland Cairns; Southern Cross Ten (Sea FM 99.5 and Hot FM 103.5); Still Life Creative; The Good Guys; The Jack Hotel; The Marina; The Pier; Tourdex; Tourism Port Douglas and Daintree, TTNQ; Queensland Events; Queensland Security Providers; Wild Bean.
1 FESTIVALS AND EVENTS

**STRATEGY** - Ensure that Festivals Advisory Committee membership includes the major presenters of festival events and Community members.

**OUTCOME** - A Cairns Festival Consultation Group was established in 2014 to provide community and corporate input into the annual Festival. Council has also formed an internal ‘events group’ to ensure internal structure is in place.

2 FESTIVALS AND EVENTS

**STRATEGY** - Utilise Festivals Advisory Committee to develop a Festival and Events Strategy.

**OUTCOME** - CRC Events Strategy 2012–2015 was finalised in 2011. The strategy was informed by policy, consultation, and the overarching guidance from the broader TNQ Events Strategy. Due to structural change, the strategy has not been fully implemented; however, it is regularly referred to as a guiding document.

3 FESTIVAL AND EVENTS

**STRATEGY** - Implement a bold progressive events management arrangement which includes a Professional Artistic Director to manage and operate Festival Cairns.

**OUTCOME** - Between 2009 and 2014, the Cairns Festival team comprised a Festival Producer and an Administration assistant. The Festival was supported laterally by the Council teams including Creative Partnerships, the Civic Theatre, Tanks Arts Centre, Inner City Facilities, Marketing and Communications, and Parks and Leisure according to budget resources. Various seasonal staff have been engaged as contractors.

<table>
<thead>
<tr>
<th>Year</th>
<th>Participants</th>
<th>Audience</th>
<th>Employment Short Term</th>
<th>Employment Long Term</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>725</td>
<td>120.9k</td>
<td>15</td>
<td>2</td>
<td>ACHIEVED</td>
</tr>
<tr>
<td>2010</td>
<td>600</td>
<td>100k</td>
<td>15</td>
<td>2</td>
<td>ACHIEVED</td>
</tr>
<tr>
<td>2011</td>
<td>900</td>
<td>110k</td>
<td>15</td>
<td>2</td>
<td>ACHIEVED</td>
</tr>
<tr>
<td>2012</td>
<td>1,000</td>
<td>110.3k</td>
<td>15</td>
<td>2</td>
<td>ACHIEVED</td>
</tr>
<tr>
<td>2013</td>
<td>740</td>
<td>86k</td>
<td>15</td>
<td>2</td>
<td>ACHIEVED</td>
</tr>
<tr>
<td>2014</td>
<td>815</td>
<td>74k</td>
<td>19</td>
<td></td>
<td>ACHIEVED</td>
</tr>
</tbody>
</table>

**TOTALS** - 5,505, 601.2k, 94, 2

4 FESTIVALS AND EVENTS

**STRATEGY** - Collaborate with contemporary arts groups to provide fresh, innovative product and performances specifically for a festival or event.

**OUTCOME** - From 2009 – 2012, the Cairns Festival Mission aimed to deliver a multi-art festival of excellence to showcase the region, its talent, and provide economic stimulus to the Cairns economy. During these years, a greater emphasis was placed on presenting and building audiences for contemporary theatre, dance, and stage works. Collaboration with local artists and cultural organisations to provide innovative product has been ongoing.

In 2013, Council resolved to reposition the Festival as a traditional, local and community-based celebration, wherein this model aspires to deliver an annual event that celebrates the unique tropical lifestyle of the region through umbrella events and free, family-fun activities, such as the street parade and fireworks.

**ACHIEVED**
5 FESTIVAL AND EVENTS

**STRATEGY** - Continue to support the Port Douglas Chamber of Commerce and the community to provide the annual Port Douglas Carnivale.

**OUTCOME** - Throughout the five-year planning cycle, CRC has provided on-going financial support and in-kind contributions to the Port Douglas Chamber of Commerce to produce the annual Port Douglas Carnivale. The de-amalgamation of the Douglas Shire took effect on 1 January 2014.

6 FESTIVALS AND EVENTS

**STRATEGY** - Collaborate with the Port Douglas Chamber of Commerce in the future to develop a plan for growth and development of the carnival, in consultation with the community.

**OUTCOME** - Throughout the five-year planning cycle CRC has been a major sponsor for the Port Douglas Carnivale and has provided regular and ongoing input, advice and funding to the Port Douglas Chamber of Commerce in regard to the development and growth of the Carnivale. The de-amalgamation of the Douglas Shire took effect on 1 January 2014.
PROGRAM 3
CULTURAL FACILITIES

OBJECTIVE:
1 To plan and construct a Regional Performing Arts Centre and support the State Government in establishing a Regional Museum
2 To implement best practice planning and management of Council’s cultural venues and facilities
3 To support arts practitioners in securing additional space for their activities

STRATEGY:
1 Council commits to building a Regional Performing Arts Centre and supports the State Government in establishing a Regional Museum
2 Define and implement the cultural objectives and best practice model for planning and management of Council’s cultural venues and facilities
3 Provide additional space to support the growth and development of community based cultural activities

KEY OUTCOMES:
• Completed the Cairns Performing Arts Centre Feasibility Study
• Implemented the Botanic Gardens, Tanks Arts Centre Master plan – Phase 1 – including the construction of a Visitor Centre
• Commenced detailed design for the redevelopment and refurbishment of the historic School of Arts
• Working together with the Cairns Historical Society to build a new, forward-looking and contemporary Cairns Museum
• Completed detailed design for the installation of air conditioning in Tank 5, Tanks Arts Centre
• Awarded 2011 AbaF Good Practice Award for innovation, artistic vibrancy and urban renewal for the Beautiful Art Space program
• An estimated 210 people actively participated in the program
• An estimated 64,816 people were engaged in the program as audience members
• An estimated 18 short-term employment opportunities were created
• An estimated 3 long-term employment opportunities were created

PARTNERS
Academy of TV; Aerial Circus Workshops; Arts Nexus; Arts Qld; Cairns Art Society; Cairns Family History Society; Cairns Historical Society; CBRE Real Estate; Chamber of Commerce Cairns; Chapman Group; DEHP; Jute Theatre; Hilton Cairns; Indigenous Art Centre Alliance (IACA); Kick Arts; LJ Hooker; Meridian Marinas; Orchard Plaza; Q Music; Shangri-la-Pier; Tropical Arts; Umi Arts.
<table>
<thead>
<tr>
<th>CULTURAL FACILITIES</th>
<th>STRATEGY</th>
<th>OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Complete concept planning for a CBD cultural precinct.</td>
<td>Concept Planning was completed in 2011.</td>
</tr>
<tr>
<td>2</td>
<td>Undertake a feasibility study and prepare a business case for a Regional Performing Arts Centre.</td>
<td>A Feasibility Study for the Cairns Performing Arts Centre was prepared by Savills Project Management in 2013. The study identified a need for an auditorium in the City with capacity in the order of 1,000 seats.</td>
</tr>
<tr>
<td>3</td>
<td>Source funding for the design and construction of the Regional Performing Arts Centre.</td>
<td>Council continues to explore development and financing options for the construction of a performing arts complex.</td>
</tr>
<tr>
<td>4</td>
<td>Assist in the planning and development of a Regional Museum.</td>
<td>Due the decision not to proceed with the development of the Entertainment Precinct as well as budget constraints the development of a Regional Museum has not been undertaken within the scope of this planning cycle. Council has instead committed resources to the redevelopment of the School of Arts Building in the CBD. CRC and the Cairns Historical Society are working together to build a new, forward-looking and contemporary Cairns Museum that showcases the heritage of Cairns as a tropical city.</td>
</tr>
<tr>
<td>5</td>
<td>Design and construct a Regional Performing Arts Centre.</td>
<td>As Above.</td>
</tr>
</tbody>
</table>
STRATEGY 2: Define and implement the cultural objectives and best practice model for planning and management of Council’s cultural venues and facilities

6 CULTURAL FACILITIES
STRATEGY - Approve a new permanent position for a Cultural Planner.
OUTCOME - The Cultural Planner position was approved in 2011.

7 CULTURAL FACILITIES
STRATEGY - Define and implement the cultural objectives and best practice delivery model for planning and management strategy.
OUTCOME - Best practice and continual improvement methods have been central to the ongoing implementation of objectives as identified in the 2009/14 Cultural Plan.

8 CULTURAL FACILITIES
STRATEGY - Undertake a review of provision of space for current Council owned facilities used for cultural purposes and develop a strategy for equitable provision of services across the region.
OUTCOME - Cultural Resource Mapping was initiated in 2013/14 in order to identify and record the broader cultural infrastructure and resources that support cultural development. Approximately 900 cultural assets have so far been identified and recorded. In order to assess the equitable provision of services across the Cairns region, the project will continue into 2015/16 in concert with the development of a new cultural strategy.

9 CULTURAL FACILITIES
STRATEGY - Ensure that cultural facilities renewal budget is adequate to ensure that existing buildings are fit for the purpose they’re intended.
OUTCOME - The Cultural Facilities Renewal Budget has been allocated in accordance with renewal requirements.

10 CULTURAL FACILITIES
OUTCOME - A strategic Asset Management Plan for Tank 2 has not been completed within the scope of this planning cycle.

11 CULTURAL FACILITIES
STRATEGY - Install air conditioning and drainage for Tank 5, Tanks Arts Centre.
OUTCOME - Installation of air conditioning in Tank 5 is currently at the detailed design stage with installation forecast for 2015/16.

12 CULTURAL FACILITIES
STRATEGY - Audit community needs and create a plan for the region, in line with Council’s Priority Infrastructure Plan, then start acquiring land and building facilities to service demand.
OUTCOME - Amendments made to the Sustainable Planning Act 2009 as a result of the State Government infrastructure planning and charging reform requires Local Governments to prepare a Local Government Infrastructure Plan (LGIP) by 1 July 2016. LGIP’s will replace Council Trunk Infrastructure Contributions Policy as Council’s trunk infrastructure planning document. The LGIP will incorporate Council’s Public Parks and Land for Community Facilities infrastructure planning.
STRATEGY - Develop No.5 Collins Avenue as an artist in residence studio and accommodation facility, and ensure its integration into the Cairns Botanic Gardens precinct.

OUTCOME - See Program 1: Project 8

14 CULTURAL FACILITIES

STRATEGY - Develop adaptive plan for re-use of Tank 2 at the Cairns Botanic Gardens precinct.

OUTCOME - Adaptive plans for the reuse of Tank 2 are rigorously constrained by the heritage significance of the Tank as it is the only remaining tank in its original form. A feasibility study for Tank 2 concludes that the ability to use it in a similar way to the concrete tanks is prohibitive. The steel interior space is considerably hotter than the concrete tanks and the structural integrity of the tank is unknown.

STRATEGY 3: Provide additional space to support the growth and development of community based cultural activities

15 CULTURAL FACILITIES

STRATEGY - Identify an agreed use for Sugar Wharf in line with Port Douglas Waterfront Master plan and develop a feasibility study and business case for its redevelopment.

OUTCOME - Scoping document and communication plan were finalised in 2012. Invitations for Expressions of Interest from community organisations and the business sector were advertised in 2013 to determine the future use of the historic building. Following the establishment of the new Local Government area of Douglas, Council has passed the submissions to the new Douglas Council.

16 CULTURAL FACILITIES

STRATEGY - Investigate opportunities for growth of Cairns Regional Gallery.

OUTCOME - Cairns Regional Gallery continues to achieve significant growth in both the tourist and domestic market. The gallery is recognised as the second most prominent cultural destination (after the esplanade lagoon) in a recent visitor survey. During the five-year planning cycle CRC has significantly increased its financial support towards the operational costs of Cairns Regional Gallery.

17 CULTURAL FACILITIES

STRATEGY - Determine Council’s management role of Centre of Contemporary Arts (CoCA).

OUTCOME - CoCA is a facility owned by the QLD government and operated by Arts QLD. CRC has no management role in the operations of the Centre, Council continues to work collaboratively with CoCA management.

18 CULTURAL FACILITIES

STRATEGY - Master-plan the redevelopment of the School of Arts Building, Cairns CBD

OUTCOME - In 2010 CRC agreed to prioritise essential remediation works for the School of Arts building. The design phase of this important redevelopment is finalised and construction is scheduled for completion in late 2015.
19 CULTURAL FACILITIES

STRATEGY - Complete the implementation of Botanic Gardens, Tanks Arts Centre Master plan – Phase 1 – including the construction of a Visitor Centre.

OUTCOME – Phase 1 of the Master Plan was completed in 2012. The Cairns Botanic Gardens Visitor Centre (BGVC) is an iconic building. BGVC includes an undercover amphitheatre; interactive display, interpretation, a café, as well as office accommodation for approximately 30 Council staff. The building incorporates solar panels, natural ventilation, low energy lighting and rainwater tanks. This project has won several prestigious national industry awards.

Other completed components of the Master Plan include:

- Phase 1 promenade renewal
- Tank 4 redevelopment (Office space; bars LED lighting upgrade)
- Car park Tank 2
- Internal Pathways
- Removal of demountable office
- Tank 3 Breakout area-deck
- Convert pump house for residency studio space
- Upgrade to sewage grey water Tank 3

20 CULTURAL FACILITIES

STRATEGY - Research and present best-practice, sustainable models for arts incubators and share studio arrangements

See Program 3: Project 21

21 CULTURAL FACILITIES

STRATEGY - Develop models, assist artists, and reduce impediments for short and long term studio accommodation for arts practitioners

OUTCOME – The Beautiful Art Spaces initiative which began in 2010 was designed to invigorate vacant shops and empty spaces in local business centres by creating partnerships with the property owners, artists and local creative industries. These spaces are temporarily tenanted by emerging, developing and professional artists to enliven and complement existing retailers in the area. The project has been redeveloped as Urban Spaces – and is now primarily a pop-up model.

200 artists across 36 shops over 3.5 years

22 CULTURAL FACILITIES

STRATEGY – Promote upgraded Tanks Studio, as a developmental space for young and emerging artists to create work and use available expertise, equipment and office infrastructure.

OUTCOME – Through Tanks’ Residency and Workshops Programs, all of Tanks venues have been utilised as studio space by a diverse range of young and emerging artists and performers. Groups such as Cairns and District Chinese Association Inc, Tropical Arts, Cairns Pan Stars, Voices of Australia and Cats on Curtains Aerial Circus have used Tanks venues as studio space to develop and present local product and events. The building previously known as the Tanks Studio was re-purposed as storage space and, as per the Masterplan, it is proposed that it will be refurbished as a catering facility. Studio Space is now defined as any area within Tanks 3, 4 and 5, the Pumphouse and Botanic Gardens Visitor Centre that can be utilised for development and production of artistic works in the visual and performing arts.
OBJECTIVE:
To promote FNQ as a cultural destination of national and international standing

STRATEGY:
1. Seek increased strategic marketing and promotion of Far North Queensland as a cultural destination of national and international standing
2. Provide increased support for the development of a vibrant arts scene unique to the region

KEY OUTCOMES:
• Completed eight Conservation Management Plans for the long-term management of significant cultural heritage assets
• Completed Cairns Heritage Study and the Douglas Heritage Study. Places of significance are identified in the draft Cairns Region Planning Scheme.
• Produced Cairns Heritage Tour Free Smartphone App—a self-guided tour of 20 heritage sites
• Presented diverse, high-quality Cultural experiences unique and indicative of the region across Council facilities and venues
• Initiated the development and installation of interpretive historical displays across Cairns to assist site interpretation
• An estimated 2,731 people actively participated in the Cultural Tourism program
• An estimated 704,251 people were engaged in the program as audience members
• An estimated 38 short-term employment opportunities were created
• One long-term employment opportunity was created

PARTNERS
AJ Hacket; Babinda Visitors Information Centre; CADCAI; Cairns Family History Society; Cairns Historical Society; Cairns RSL; Department Environment and Heritage Protection (DEHP); Douglas Shire Historical Society and Courthouse Museum; GBR Helicopters; Indigenous Art Centre Alliance (IACA); Mulgrave Settlers Museum; Rattle N Hum; South Sea Islander Community; The Jack; Qld Museum; Qld State Government Community Heritage Restoration Program; Umi Arts.
**STRATEGY 1:** Seek increased strategic marketing and promotion of Far North Queensland as a cultural destination of national and international standing.

**1 CULTURAL TOURISM**

**STRATEGY** - Ensure the funding agreement for TTNQ/Port Douglas Daintree Tourism/Advance Cairns have performance measures regarding the delivery of joint marketing plan for cultural tourism.

**OUTCOME** - The funding agreement between CRC, TTNQ, Douglas Daintree Tourism and Advance Cairns include performance measures to support and ensure the growth of cultural tourism.

**2 CULTURAL TOURISM**

**STRATEGY** - Utilise the Cultural Plan Advisory Group to provide critical peer review and cultural direction.

**OUTCOME** - The Cultural Planning Advisory Group was disbanded following the adoption of the 2009/14 Cultural Plan.

**3 CULTURAL TOURISM**

**STRATEGY** - Create a Heritage Advisory Group to review and develop internal process for management of heritage issues.

The Cairns Heritage Advisory group was established from 2008/11 and the Douglas Heritage Advisory Group was established in 2011 to provide information and assistance with the research and development of the Cairns Heritage Study and Douglas Heritage Study respectively. These studies have in-turn informed the development of the schedule of places of significance in the draft Cairns Region Planning Scheme.

**4 CULTURAL TOURISM**

**STRATEGY** - Develop Conservation Management Plans for priority heritage areas that Council manages.

**OUTCOME** - Conservation Management Plans have been developed for the following heritage sites/items:
- McLeod St Pioneer Cemetery
- Botanic Gardens and Tanks Precinct
- School of Arts
- Cairns Esplanade Cenograph
- Old Smithfield Cemetery
- Port Douglas Sugar Wharf
- Port Douglas Flagstaff
- Mossman Shire Hall

**5 CULTURAL TOURISM**

**STRATEGY** - Develop and implement strategy for informational signage and Cultural heritage walks.

**OUTCOME** - Audit and documentation of current informational signage across the region is currently taking place.

The development of an informational signage style guide was completed in 2012 and a number of interpretive signage projects have been completed over the past five years.

**TOTALS**

<table>
<thead>
<tr>
<th>McLeod St Pioneer Cemetery Interpretive Signage</th>
<th>WWW Interpretive Signage</th>
<th>South Sea Islander Interpretive Signage</th>
<th>Chinese Heritage Trail</th>
<th>Cenotaph / historic node interpretative Signage</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>6</td>
<td>15</td>
<td>6</td>
<td>5</td>
<td>37</td>
</tr>
</tbody>
</table>
6 CULTURAL TOURISM

**STRATEGY** - Develop and resource Cultural Tourism product – workshop awards for local industry.

**OUTCOME** - Although the development of Local Industry Awards specific to Cultural Tourism has not been undertaken during the course of the planning cycle the ongoing development of innovative cultural tourism product has been addressed through successive RADF rounds. Since 2009 The RADF Committee has approved grants totalling $187,040 towards 30 projects which specifically focused on the distinct arts, culture and heritage of the region.

7 CULTURAL TOURISM

**STRATEGY** - Undertake cultural mapping exercise to show places and people of cultural significance.

**OUTCOME** - A Cultural Resource Mapping project was initiated in partnership with Arts Nexus in 2013/14 as a precursor to the development of the 2015/20 Cultural Plan.

Based on the assumption that the collective cultural resources across Cairns are (a) valuable community assets; and (b) crucial to the sustainability and vitality of the arts and cultural sector, CRC has compiled a cultural resource database shaped around the following thematic framework:

- Cultural Organisations
- Community and Cultural Facilities
- Cultural Heritage
- Natural Heritage
- Creative Industries
- Festivals and Events

The database, which contains approximately 900 listings, aims to identify and record links, networks, resources and usage of cultural assets so that we can better visualise, value, manage and promote them. The project will continue into 2015/16 in concert with the development of a new cultural strategy.

8 CULTURAL TOURISM

**STRATEGY** - Expand on Council's existing interactive Maps Online website software to include cultural services and facilities, cultural tours, and other items of interest, and use as a promotional tool for arts and culture.

**OUTCOME** - Cairns Heritage Tour Free Smartphone App was developed in 2011. The self-guided interactive tour of 20 heritage sites around the City includes images, spoken-word stories and information on historical sites and influential people, dating back to 1896.

As at December 2014 data shows 2,451 downloads from Australia; USA; UK; Germany; China; Korea; Taiwan; Japan; Hong Kong; Canada; India; Spain; Singapore; Italy and Israel.

9 CULTURAL TOURISM

**STRATEGY** - Create and promote a Collections of Historical Significance directory.

**OUTCOME** - CRC has provided ongoing support to the region’s museums, historical societies and genealogy and family history societies to ensure that Cairns’ historical collections and resources are appropriately housed and managed. Professional support is provided through a Service Level Agreement with the Qld Museum and the professional expertise of a Regional Museum Officer.

The Regional Museum Officer has worked with the Cairns Historical Society and Museum, the Chinese and District Chinese Association Inc., the Mulgrave Settlers Museum, the Court House Museum and Port Douglas Shire Historical Society, and the Babinda Visitors Information Centre to audit and assess the Collections held by these organisations.

Concept development for the presentation and promotion of the combined collections of the Region will be undertaken in 2015/16.
STRATEGY 2: Provide increased support for the development of a vibrant arts scene unique to the region

10 CULTURAL TOURISM

STRATEGY - Curate and resource a quality Cultural Program for Esplanade and City Place, providing cultural experiences unique and indicative of the region, and presented with the standard of excellence required of a major national and international tourist centre.

OUTCOME - During the five-year planning cycle, Cairns Esplanade has hosted an eclectic program of high-quality cultural activities and experiences. This includes:

<table>
<thead>
<tr>
<th>Event</th>
<th>Participants</th>
<th>Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>c1907 Contemporary Artspace</td>
<td>839 Exhibitors</td>
<td>24.6k</td>
</tr>
<tr>
<td>Music/Ent. by the Lagoon</td>
<td>756 Bands</td>
<td>258k</td>
</tr>
<tr>
<td>In the Park Family Series</td>
<td>45 Groups</td>
<td>6,000</td>
</tr>
<tr>
<td>Christmas by the Tree</td>
<td>31 Bands</td>
<td>7,000</td>
</tr>
<tr>
<td>New Years Eve</td>
<td>27 Venues</td>
<td>125k</td>
</tr>
<tr>
<td>Australia Day</td>
<td>65 Guests</td>
<td>54k</td>
</tr>
<tr>
<td>Esplanart</td>
<td>396 Bands</td>
<td>178k</td>
</tr>
<tr>
<td>Music /Ent City Place</td>
<td>363 Guests</td>
<td>31.7k</td>
</tr>
</tbody>
</table>

TOTALS - 2,183 Participants, 684.3k Audience

ACHIEVED

11 CULTURAL TOURISM

STRATEGY - Develop options for Port Douglas entertainment.

OUTCOME - During the five-year planning cycle, CRC has provided significant financial and resource support to the Port Douglas Chamber of Commerce to enhance the capacity of the annual Port Douglas Carnivale. The de-amalgamation of the Douglas Shire took effect on 1 January 2014.

See Program 2: Project 5

ACHIEVED

12 CULTURAL TOURISM

STRATEGY - Create a multicultural and Indigenous market experience in Cairns.

OUTCOME - As an integral part of the CIAF Presents 2013 program, Tanks hosted the inaugural Kinship Indigenous Art Market – representing Indigenous Arts Centres across the geography of Far North Queensland. In 2014 Tanks again assisted with installation and technical support at the Cruise Liner Terminal and supplied staff for setting the satellite exhibition at Cairns Regional Gallery.

OUTCOME - Inner City Facilities also partnered with UMI ARTS to promote an Indigenous Arts and Craft market on the Esplanade, where exclusive handmade indigenous artefacts are offered for sale.

TOTALS - 386 Stalls, 17.5k Stalls, 11 Stalls

ACHIEVED
PROGRAM 5
COMMUNITY CULTURAL DEVELOPMENT

OBJECTIVE:
To provide community cultural development products and services

STRATEGY:
1. Establish and manage a dedicated delivery team for the provision of CCD products and services in the region.
2. Employ innovative and creative collaborations and initiatives to best service the community need.

KEY OUTCOMES:
- Community Partnerships Team Leader appointed in 2010.
- Established a dedicated Creative Partnerships delivery team for the provision of CCD products and services.
- Nurtured community cultural development products and services and delivered a range of skills based workshops and participatory events designed specifically to engage young people.
- An estimated 531 people actively participated in the CCD program.
- An estimated 38,381 people were engaged in the program as audience members.
- An estimated 72 short-term employment opportunities were created.
- 3 long-term employment opportunities were created.
- Creation of Cultural Services as a branch in recognition of importance to community.

PARTNERS
ABC Radio Centre; Anglicare; Arc Disability; Arts Nexus; Arts Qld; Block Party; Cairns Airport; Cairns Sexual Health Unit; Cairns District Family History Society; Cairns Historical Society; Cairns Regional Gallery; Choice; Centacare Migrant Settlement Services; Chamber of Commerce; Coral Coast Neighbourhood Centre; CoCA; Dep Health and Aging; Dep Sustainability and Environment; Douglas Artspace; Douglas Shire Community Services; End Credits; Gordonvale Hub; Headspace Cairns; Indigenous Leaders of Tomorrow; JCU; JUTE; Local Secondary Schools; Mission Australia; Mossman Community Centre; Mulgrave Chamber of Commerce; Nerd Jam; Northern Circus Alliance; Parkview Tavern; PCYC; Old Poetry Festival; Regional Excellence in Arts and Cultural Hubs (REACH); Song Connection Choir; Sugarworld; TAFE; Theatre of Exchange; Time Out; Umi Arts; Visual Arts Association (VAA); VPG; Wuchopperen; Yeti; Youthlink.
STRATEGY 1: Establish and manage a dedicated delivery team for the provision of CCD products and services, in the region.

1 COMMUNITY CULTURAL DEVELOPMENT

**STRATEGY** - Appoint a Community Partnership Team Leader.

**OUTCOME** - Community Partnerships Team Leader was appointed in 2010. (Now known as Creative Partnerships)

**STRATEGY** - Develop a Community Partnership Planning Program.

**OUTCOME** - The development of a Community Partnerships Planning Program has been achieved through successive operational plans which have been designed to implement and deliver the strategic actions outlined in the 2009/2014 Cultural Plan. The Creative Partnerships team operates with a dual focus:

- To lead, facilitate and contribute to the growth of creative communities and industries (including cultural tourism) across the region; and
- To use arts and cultural programs to respond to specific social needs identified in various communities across the region. Creative Partnerships Program includes:

- Cairns Festival
- Public Art Advisory Committee and five-year public art plan
- Cairns Creative Crawl
- Arts Leaders Lunch Program
- Changing Lanes Public Art Project
- Regional Arts Dev Fund (RADF)
- Grants Management & Resource & Performance Agreements
- The Way Back In Local Heritage Documentation
- Heritage & Conservation Avenue
- Beautiful Art Spaces (BAS) Urban Spaces (US) & Indigenous BAS (IBAS) & Window Gallery Spaces
- Cultural Facilities Management
- Management of temporary structures as mini venues
- Neighbourhood Program including outdoor cinemas
- Gordonvale Hub
- Events Crew
- Cultural Planning
- Grass Roots Programs including School Holiday Programs
- Spotlight Cairns

**Programs**

<table>
<thead>
<tr>
<th>Program</th>
<th>Participants</th>
<th>Audience</th>
<th>Short Term</th>
<th>Long Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program 2: Project 3&amp;4</td>
<td>29</td>
<td>2,500</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Program 6: Project 4</td>
<td>52</td>
<td>9,000</td>
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<td></td>
</tr>
<tr>
<td>Program 1: Project 3</td>
<td>46</td>
<td>14.8k</td>
<td>7</td>
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<tr>
<td>Program 4: Project 3,4 &amp; 5</td>
<td>20</td>
<td>210</td>
<td>2</td>
<td></td>
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<tr>
<td>Program 5: Project 2</td>
<td>60</td>
<td>700</td>
<td>2</td>
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<tr>
<td>Program 3: Project 2</td>
<td>46</td>
<td>2,980</td>
<td>19</td>
<td>1</td>
</tr>
</tbody>
</table>

**TOTALS**

299 | 31,550 | 34 | 3

**Status**

ACHIEVED
STRATEGY 2: Employ innovative and creative collaborations and initiatives to best service the community need

**2 COMMUNITY CULTURAL DEVELOPMENT STRATEGY** – Identify most appropriate ways to engage and inform Youth.

**OUTCOME** – During the five-year cycle of the Plan, CRC undertook consultation process through community forums to identify ways to engage and inform young people. Programs such as Youth Engagement and Action (YEA Cairns) grew from this process. YEA has been a Cairns Regional Council Initiative since 2009. The YEA program experienced growth as a result of the contribution of Youth Week activities over 2010-2014 in partnership with network partners.

**OUTCOME** – Council have also delivered a range of skills based workshops and participatory events designed specifically to engage young people. These include:

<table>
<thead>
<tr>
<th>Program</th>
<th>Participants</th>
<th>Audience</th>
<th>Long Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avenue</td>
<td>18</td>
<td>400</td>
<td>18</td>
</tr>
<tr>
<td>Spotlight Showcase</td>
<td>30</td>
<td>600</td>
<td>4</td>
</tr>
<tr>
<td>Fluent</td>
<td>60</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Events Crew</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cairns Festival</td>
<td>60</td>
<td>1,000</td>
<td>10</td>
</tr>
<tr>
<td>Gordonvale Hub</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Youth Programming</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dance Boot Camps</td>
<td>96</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Imagine Cairns</td>
<td>41</td>
<td>600</td>
<td>12</td>
</tr>
<tr>
<td>Youth Week</td>
<td></td>
<td>3,659</td>
<td></td>
</tr>
<tr>
<td>Aerosol Arts</td>
<td>23</td>
<td></td>
<td></td>
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<tr>
<td>Workshops Program</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>328</strong></td>
<td><strong>6,831</strong></td>
<td><strong>45</strong></td>
</tr>
</tbody>
</table>

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**Fluent Spotlight Showcase Events Crew**

**OUTCOME** – Council have also delivered a range of skills based workshops and participatory events designed specifically to engage young people. These include:

**Program 1: Project 7**
- Avenue: 18 participants, 400 audience, 18 long-term
- Spotlight Showcase: 30 participants, 600 audience, 4 long-term
- Fluent: 60 participants, 1 long-term
- Events Crew: 60 participants, 1,000 audience, 10 long-term
- Cairns Festival: 96 participants, 600 audience, 12 long-term
- Gordonvale Hub, Youth Programming: 23 participants, 3,659 audience, 45 long-term

**Program 2: Project 3**
- Dance Boot Camps: 41 participants, 600 audience, 12 long-term
- Imagine Cairns: 23 participants, 3,659 audience, 45 long-term
- Youth Week: 60 participants, 1,000 audience, 10 long-term
- Aerosol Arts Workshops Program: 18 participants, 400 audience, 18 long-term

**TOTALS**: 328 participants, 6,831 audience, 45 long-term

**ACHIEVED**
PROGRAM 6
URBAN VITALITY AND SUBURBAN IMPROVEMENT

OBJECTIVE:
To develop strong, vibrant urban centres.

STRATEGY:
Develop strong, vibrant urban centres that embrace our cultural diversity, and continually strive to improve accessibility, amenity and safety in the region.

KEY OUTCOMES:
• Council adopted multi-million dollar Cairns City Centre Master Plan
• Council adopted CRC Public Art Plan 2012/17
• Initiated annual program of temporary and ephemeral Public Art – Esplanart and Changing Lanes
• Stage 1 Cultural Resource Mapping completed
• An estimated 1,973 people actively participated in extensive consultation throughout the Cairns Transit Network planning project

PARTNERS
Arts Queensland; Australian Council for the Arts; Blue Sky Brewery; Cairns Chamber of Commerce; Department of Main Roads and Transport; Public Art Advisory Committee.
STRATEGY 1: Develop strong, vibrant urban centres that embrace our cultural diversity, and continually strive to improve accessibility, amenity and safety in the region.

1 URBAN VITALITY AND SUBURBAN IMPROVEMENT

STRATEGY - Include Masterplan for City Place in the CBD Strategy

OUTCOME - Council adopted the Cairns City Centre Masterplan on 26 October 2011, with projects and strategies to be rolled out in a staged program. The first stage is the City Centre Alive project.

Total participants: 1,963

- Info sessions: 527
- Website: 999
- Public displays: 137
- Survey: 300

2 URBAN VITALITY AND SUBURBAN IMPROVEMENT

STRATEGY - Create a Masterplan for the Cairns CBD that considers entertainment, live music, exhibition space, and safety issues.

OUTCOME - CRC adopted the Cairns City Centre Master Plan in October 2011, with project and strategies to be rolled out in a staged program. The multi-million dollar project is aimed at revitalizing the CBD as a retail, business and entertainment precinct.

3 URBAN VITALITY AND-suburban improvement

STRATEGY - Strategically incorporate data from the cultural mapping exercise and use to encourage specific cultural groups to create suburban events aimed at increasing the cultural vitality of their neighbourhood.

OUTCOME - Stage 1 Cultural Resource Mapping was initiated in 2013/14 in partnership with Arts Nexus, as a precursor to the development of a new Cultural Strategy. A thematic inventory has been compiled. This is an ongoing project.

4 URBAN VITALITY AND SUBURBAN IMPROVEMENT

STRATEGY - Develop strategies through the Public Art Advisory Group for a large scale Public Art Trail

OUTCOME - CRC 2012/17 Public Art Plan was adopted by Council in 2012. The Plan identifies two specific strategies for the design and production of:

- Indigenous Art Trail Master Plan
- A thematic series of self-guided public art trails through multi-media styles has been scheduled for 2015/16.

5 URBAN VITALITY AND SUBURBAN IMPROVEMENT

STRATEGY - Investigate through the Public Art Advisory Committee, involvement in a Public Art Festival

OUTCOME - CRC Public Art Plan identified the development of Public Programs that engage broad community involvement. In particular the Annual Program of Temporary and Ephemeral Public Art Initiatives is designed as a revolving series of non-permanent site-specific annual public art events.